

CAI
SM
-DB1

dialogue

The Staff Newsletter of the Ministry of Community and Social Services

In this issue:	
A "new" Windsor Area Office/Advisors can help with harassment and discrimination issues/RAIN	2
LANGUAGE PLEASE: Double negatives — not Kids on all right on the Block/You health and safety on the job/A new way of managing services/	3
"Oar" staff having fun on the water	
TECHNOLOGY TIPS: Planning the path of information/LIBRARY CORNER: Focus on managing conflict/PEOPLE AND PLACES	4

Our new minister

A conversation with David Tsubouchi

In his occasional acting career a few years back, David Tsubouchi played a variety of roles. Now he's in what may well be the most challenging role of his life — as minister of community and social services. But he knows he has a supporting cast of thousands to back him up — the staff of MCSS, who have already impressed him with their knowledge and willingness to help him understand the many issues he will face in the social services portfolio.

"The people have been just excellent," said our new minister in an interview just two weeks after being sworn into office. "Everyone here has just been so willing to help, so willing to inform me; it has just been a real pleasure to deal with the people."

Mr. Tsubouchi (pronounced "tee-BOO-chee") was chosen by Premier Mike Harris to head the high-profile social services portfolio, and the appointment came "as a bit of a surprise." But our minister has an extensive background in community service (see the box, *A mini-biography*), particularly with seniors, non-profit housing and environmental issues.

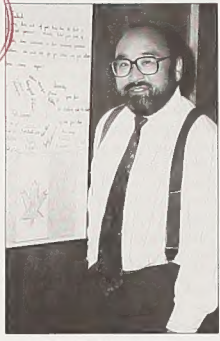
The minister has been taking every opportunity to meet with staff. He made a spur-of-the-moment visit to the local office at 252 Parliament Street in downtown Toronto, "and the staff there were just wonderful," he said. "It's nice to see people who really care about their work."

Since his appointment, the minister has been immersed in meetings and briefings, and if one thing has impressed him about the ministry, it's the complexity. "Once you get into the nuts and bolts, there are so many aspects about community and social services that I don't think the public appreciates. I'm still a little overwhelmed."

One thing that comes as no surprise is that dollars in the ministry will be tight. "It's no different than for any other ministry," said Mr. Tsubouchi. "We have to become more accountable and efficient."

He will be looking to ministry staff for the information that will be needed to make sound decisions. "I think part of what you can do is talk to your front-line troops, the people who are delivering the services," he said.

"They know who's delivering services to the community. The people who deliver the services — the employees on the front lines — really know what's best."



Sandra Russell photo

Minister David Tsubouchi with a poster-sized thank-you letter from grade-schoolers, dating from his days as a Markham town councillor.

He's aware and sympathetic to the fiscal realities that are being faced by community groups. "I've done a lot of community work, and sometimes it becomes a real personal struggle," he said. When you work with charitable and volunteer groups, "you're so used to getting more for them, and when you have to say that because of budget constraints, there's sometimes a little less for people, it's a hard thing to come to grips with." But "sometimes you have to make tough decisions."

The minister indicated social assistance reform is at the top of the list.

He is confident that in the coming months staff will continue to work hard and be professional.

"It's a team effort here, we're all part of the same team and we have to work together in order for us to make this ministry what it's supposed to be," he said. "That's what we need to do to deliver social services to people in need — and those going through rough times too."

SANDRA LANG NAMED DEPUTY

Sandra Lang needs little introduction to the staff of this ministry and we welcome her back to MCSS.



Sandy left our ministry as Assistant Deputy Minister of Operations Division in January 1993 after 15 years at MCSS. At that time she was appointed Assistant Deputy Attorney General for the Courts Administration Division of the Ministry of the Attorney General.

She returned to us in June as our Deputy Minister, after the provincial election.

Sandy's varied career with MCSS

began as a research assistant with the newly formed Children's Division before moving north as planning manager and acting regional director. She later came to Toronto as area manager responsible for children's services and services to people with developmental disabilities. She also has been the executive director of the Community Services Division and the executive director of Strategic Planning and Intergovernmental Relations. She was ADM of Operations Division.

Sandy's academic background includes accreditation in social services, psychology and criminology.

"I'm glad to be so warmly welcomed back by so many familiar faces, and I look forward to working again with our committed and dedicated staff," said the deputy.

David Tsubouchi: A mini-biography

Born: Aug. 20, 1951 in Toronto.

Education: Graduated from Agincourt Collegiate Institute; Bachelor of Arts in English from York University (1972); Osgoode Hall Law School (1975), called to the bar 1977.

Occupation: Lawyer, mainly corporate, commercial and real estate, in Markham.

Public service: First elected to Markham Town Council in 1988; has served two three-year terms, committee work included planning and development, economic alliance, industrial and corporate development.

Community service: Past president, Markham Optimist Club (Optimist of the Year, 1985-86); Markham Board of Trade; life member, Markham Stouffville Hospital Board; past director, Unionville Home Society Seniors' Foundation, Rouge Valley Park Advisory Committee and Japanese Canadian Cultural Centre. Winner of the Air Canada "Heart of Gold" award for community service in 1988; a founder of the Canadian Arts Foundation.

Constituency: Markham riding (north and east of Metropolitan Toronto). Elected as Member of Parliament June 8, 1995.

Interests: Golf, reading, cooking, travel (especially Hawaii).

Other languages: Italian, a little Japanese.

Worthy of note: Has had an occasional acting career, with roles in movies and television. First appearance was as an extra in CBC's *Home Fires*, about the internment of Japanese-Canadians during World War II. Also in *I Married the Klondike*.

Has been a frequent contributor to *Law Society of Upper Canada Gazette*. Published a book of poetry, *Visual Verse*, in 1992.



Spending cuts will save \$1.9 billion

On July 21, Minister of Finance Ernie Eves outlined \$1.9 billion in government spending cuts. Mr. Eves described the announcement as the first step in bringing government spending under control.

The Ministry of Community and Social Services has a large role to play in implementing the changes announced on July 21. Budgets for social assistance, child care, transfer payment agencies and the ministry's own operations will all be reduced.

Deputy Minister Sandra Lang noted in a message to staff that MCSS now begins the challenging process of looking for further savings in our operations and the services we provide.

"Our ministry has already been through a great deal of change," she said in her message. "I know you have met the challenges of that change by consistently rising to the occasion in a professional, competent way. Those qualities will stand us in good stead as an organization as we begin to tackle

some very fundamental questions — both for our ministry and for the whole of the public service."

A toll-free number for information about the upcoming changes to social assistance rates has been set up. Staff are encouraged to give this number to clients and the public. It's available Monday to Friday during business hours (8:30 a.m. – 5 p.m.). The number is 1-800-461-2036; in Toronto, call 416-327-7730.

A "new" Windsor Area Office



Photo: David Ives

Administrative co-ordinator Mary Vanstone, executive assistant Kristi Vollans and probation officer Chris McPhail have seen these blueprints turn into reality at Windsor Area Office. Mary and Chris served on the renovation project committee.

The Windsor Area Office has a new look now that major renovations have been completed.

Windsor Area Manager Shari Cunningham said the planning for the renovations began several years ago and the renovations were complex, but now make the best use of the available space.

"The renovations were both long overdue and welcomed by all of us," she says. "Staff are now accommodated

in their own work units, and this has helped units work more efficiently." For example, previously the file room for the Family Benefits Unit was not on the same floor as the staff. Now the Family Benefits Unit occupies the entire second floor, which includes a spacious reception area to better serve clients. And for the first time, staff have their own meeting rooms and a convenient staff lunch room as well as a coffee room.

The renovations at 250 Windsor Avenue involved several other ministries and several floors in the building. An architect was part of the planning and the space was significantly reconfigured, says Mike Joseph, the project manager with Facilities Management Section.

The long-planned-for project got under way in early 1994. The renovations took place in four phases, with as many as 70 staff being moved at one time. All moves were done on weekends.

An open house was held June 23, with invitations to transfer payment agencies, municipal administrators and staff from the other ministries who co-operated to make the renovations a success.

Sheila Gordon, Michelle Burd and Maria Calamita served in turn as project co-ordinator, with Kathleen Diesbourg and Mary Vanstone as administrative co-ordinator. The renovations committee included Gino Lomazzo, Chris McPhail, Anne Gaspar, Connie Tatomir, Gillian Dunmore, Kerri Girmonte, Diane MacIsaac, Bob Young, Joan Mitchell, Vanda Muscedre, Donna Chaplow and Kim Corrigan. Their hard work and commitment was greatly appreciated—especially by staff who are now enjoying the results.

DOUBLE NEGATIVES — NOT!

PLAIN LANGUAGE PLEASE

A double negative creates a positive — and, it can be confusing. Your sentence may say the opposite of what you intended. You should also watch out for two or more negative constructions in a sentence.

Instead of:

He was not absent.

The procedure was not ineffective.

It was never illegitimate.

Use:

He was present.

The procedure was effective.

It was always legitimate.

Advisors can help with harassment and discrimination issues

from the MCSS Employment Equity Office

The ministry is committed to creating a workplace climate free of harassment and discrimination and where all employees have the right to fair and equitable treatment. The role of the workplace discrimination and harassment prevention advisor (WDHP) is a key part of the goal to prevent and resolve these issues.

The WDHP advisors are a resource to Ontario Public Service employees who believe they have been involved in or have witnessed an incident of discrimination or harassment. Managers can also consult an advisor when dealing with such incidents.

The advisor can provide you with confidential and impartial information about the OPS-wide WDHP policy. They can also help clarify the options available to you and help draft formal complaints.

You may consult with any advisor in any workplace.

For Head Office: Human Resources Branch, Susan Stephan, 327-4787 or June Livingston, 327-4612; at Financial and Administrative Services Branch, Stella Cook, 326-8011 (area code 416).

Toronto Area Office: at TAO, Jane Hamilton, 325-0593; at Northeast Local Office (Scarborough), Ann Carol Bellegroves, 325-0200 (area code 416).

Mississauga Area Office: Jeanette Johnson, 905-897-3107.

Thistletown Regional Centre: Tre-Add, Gail Gonda, 416-326-0606; Syl Apps Campus, Maureen Moore, Janet Mulligan, Dave Ament, Rob Jamieson, Greg Alderson, Bev Thomson, Tony Van Schie, 905-844-4110 (ask for the person's extension); York Detention Centre, Tony Gentile, Donna Jenne, Donna Honsplant, 416-314-0710.

Barrie Area Office: Lynn Livingston, 705-329-5027.

Huron Regional Centre: at HRC, Lynn Murphy, 326-7361, ext. 2349; at Adult Occupational Centre, Susan Gilchrist or Norma Silk, 728-6910 (area code 705).

Oxford Regional Centre: Sue Ross or Doreen Bruce, 519-539-1251.

Southwestern Regional Centre: Colleen Wilson, 676-6007, ext. 2204; Linda Marks, 676-6006, ext. 2561 (area code 519).



Midwestern Regional Centre: Barb Barton-McMillan, 519-343-2015 ext. 297.

London Area Office: at LAO, Nancy Madison, 438-5111 ext 154; at CPRI, Claire Wallace-Piccin, 471-2540 (area code 519).

Hamilton Area Office: Debbie Brook, 521-7737; Linda Vukovich, 521-7851; Kevin Smith, 521-7482 (area code 905).

Windsor Area Office: Mike Byrne, 519-254-1651.

Rideau Regional Centre: Peggy Maxwell or Darlene Hendershott, 613-284-0123.

Prince Edward Heights: Barbara Brown, 613-476-2104.

Peterborough Area Office:

Trish Cronin in Whitby, 905-665-1030, ext. 403.

Ottawa Area Office: Lenore Jones, 787-3972 or Suzanne Prashow, 787-4237 (area code 613).

Kingston Area Office: at KAO, Carolyn Pothier, 545-4505; at Perth Local Office, Waihe Orchowski, 267-6842; at Belleville Child Care Unit, Lynn Myers, 967-2023 (area code 613).

Thunder Bay: at TBAO, Carol Hansen, 807-625-7426.

North Bay: at NBAO, Pat McBain, 495-8702; at Kirkland Lake Local Office, Evelyn Martin, 567-3391, ext. 227 (area code 705).

Sudbury: at Sudbury Local Office: Danielle Viau, 675-4571 ext. 216, or Mary Killoran 675-4515 ext. 226. At Sudbury Area Office, Sandra Bareil, 675-4360. At Sault Ste. Marie District Office, Luella Degazio, 945-6940 (area code 705).

If you have any questions about WDHP, contact the Shahid Akhtar, the WDHP co-ordinator with the Employment Equity Office, Human Resources Branch in Toronto, 416-327-4758. If you haven't yet taken the mandatory workshop on WDHP, sign up by contacting Elissa Iodice at the same office at 416-327-4816.



Kids are all right on the Block

by Lynne Swanson



Children of London Area Office staffers pose with the Kids on the Block puppet troupe.

London Area Office employees were encouraged last month to bring their children to work for an enlightening puppet show.

The popular troupe, Kids on the Block, tours local schools to educate children about disabilities. This show was presented as part of Diversity Month in LAO.

Through puppet dialogue, the rapt audience discovered that although bubbly Jennifer cannot tell left from right because of her learning disability, she is a "math whiz" and gets all As in school. Some of the other characters included Brian, who has epilepsy, and

Mark, who has cerebral palsy and uses his wheelchair to "pop wheelies". The group closed their production with an upbeat song showing us "Kids are different. We don't even look the same. Some kids speak different languages. Kids in wheelchairs play. Blind kids read."

Deaf kids talk. Except in a different way." Earlier in the month, some employees visited the Cross Cultural Learner Centre, including a tour of Global House, a temporary home for newly-arrived refugees.

Diane VanCoillie, who works with our VRS unit through the Canadian Hearing Society, provided an informative glimpse of deaf culture in her workshop presented through a sign language interpreter.

Lynne Swanson is co-ordinator of human resources at the London Area Office.

"Oar" staff having fun on the water



Ministry staff are out practicing their rowing technique as part of Summer Sunset rowing league. That's Karen McGibbon facing the rowers and acting as coxswain; Frank Cummings is the first of the rowers.

They might not have known the difference between an oar and a paddle, port from starboard, or sculling from sweeping, but staff from Toronto are having a lot of fun learning the techniques of competitive rowing.

They're part of the Summer Sunset Adult Rowing League and its Corporate Challenge, a program that helps send inner-city kids to rowing school at the Bayside Rowing Club in Toronto harbour.

This is the second summer that Toronto staff — mainly probation staff and some others at the Toronto Area Office — have put together a team. Along with several hundred other business and professional people, their participation in a season of rowing helps fund the non-profit program that enables kids who otherwise couldn't afford it to get into rowing as a fun sport.

Karen McGibbon, a probation officer, and Frank Cummings, a

program supervisor from TAO, are taking part in the program again this summer. Karen used to row in university; Frank was given a brochure at a running competition. "It looked like fun, it wasn't expensive and it also benefited other people," he said.



OPS rowers take a well-deserved breather from rowing. From left, Theresa Traynor, Karen McGibbon, in front is Cindy Faieta, Jenny Smith-Abraham and Frank Cummings. Theresa, Cindy and Jenny are from the Ministry of Correctional Services. Other rowers include Kate Clark and Rosita Coletta from our Toronto Area Office.

Your health and safety on the job



The MCSS Joint Health and Safety Committee: seated are Michael Mayers, Norma Taylor, Ianthe Stringer and Judy Brown; standing are Terry Monk, Doug Saunders, Julia Murray, Richard Bradley and Malcolm McDougall.

Injury prevention and the promotion of good health and safety practices are shared responsibilities for all employees of our ministry.

Most of us are aware of the work of local health and safety committees, but how many know about the ministry-wide advisory committee? According to Mike Mayers, the union co-chair, "It's important that everyone understands that health and safety is a priority for the ministry as a whole, as well as for each worksite."

The ministry's joint health and safety advisory committee (JHSC) began in September 1991.

The committee provides advice to the ministry on ministry-wide workplace health and safety matters. Members review relevant research and programs, hoping to learn about and share "best practices" in health and safety. They also look at workplace injury statistics, accident investigation reports and health and safety training.

The committee also serves as a resource for the more than 65 local committees in our worksites.

Current union members include co-chair Michael Mayers (Work Detention Centre), Ianthe Stringer (Prince Edward Heights), Julia Murray (Southwestern Regional Centre) and Norma Taylor (Rideau Regional Centre).

Representing management are Richard Bradley (co-chair; Comprehensive Audit & Investigations Branch), Judy Brown (Oxford Regional Centre), Douglas Saunders (Toronto Area Office) and Terry Monk (Southwestern Regional Centre). Technical advisors are Malcolm McDougall, manager of the ministry's occupational health and safety office, and Larry Goldin from OPS&U.

"For 1995/96, we want to focus on four priorities," says management co-chair Richard Bradley, "and those include: clarifying roles and responsibilities; improving health and safety communications — including regular articles in Dialogue; training for members of local committees; and resolving ministry-wide health and safety issues."

For more information, please contact either Richard Bradley at 416-914-6921, or Michael Mayers at 416-370-1483.

A new way of managing services

What do the letters "SSM" mean to you? "Sault Ste. Marie? Well, of course. Now you can add another meaning: "Service System Management."

The ministry is implementing service system management to support and facilitate the restructuring of the social service system in communities.

Simply put, SSM is the delivery of a system of services in a community. It's about managing the service providers rather than about managing services (and this includes the ministry itself where it is involved in direct delivery of services).

This is done in co-operation with local planning groups (such as social service councils), which offer advice on how to best use the resources available in the community.

In system management, the focus is on the entire service system rather than on individual programs or agencies. It recognizes consumers as clients of the system, rather than as just clients of a particular agency or service.

Among other benefits, this approach avoids duplication or overlapping of services; of course this can save money, too.

The Corporate Policy Branch is co-ordinating the ministry's implementation of service system management (Rose Langhout, the responsible manager, was previously manager of the Restructuring Framework Project). Workshop forums for staff from across all program streams were held in March and April in Sudbury, Kingston, Toronto, Thunder Bay, London and Hamilton; more than 260 participants

attended the "re-creative training" that will support this approach to delivering services and programs. A final report on the forums has recently been shared with area managers and corporate directors with a request that it be shared with staff.

For more information, contact policy analyst Neera Shukla at Corporate Policy Branch, 416-325-4006.

SERVICE
SYSTEM
MANAGEMENT

TECHNOLOGY TIPS

FROM INFORMATION SYSTEMS BRANCH

Planning the path of information

With the ministry restructuring, it was determined that some areas needed policy development. Information technology was one of these areas.

Information technology policy directions promote a consistent and structured approach to the managing of information and technology throughout the ministry. The intent is to achieve better integration of systems, reduce duplication of effort, provide reliable information and applications and have well-trained and supported users.

From a systems perspective, the technology directions ensure:

- the ability of computer systems — old, current and future — to work together;
- fewer technology barriers for communications among individuals, systems and organizations; and,
- the capacity to meet the current

and future requirements of our business.

Seven policy directions have been approved. On the DEC system, you can look at them in the Electronic Manual of Ministry Administration (EMMA) under these numbers:

- 1103-06 - Accreditation Process for Information Technology
- 1501-01 - Records/Information Management
- 1503-01 - Information Quality and Integrity
- 1504-01 - Security of Information Technology
- 1601-01 - Technology Management
- 1602-01 - Application Development
- 1603-01 - User Support and Education

So what's next? In future we'll see policies on subjects such as Internet, computer virus management, electronic mail and more; updates to policies will be made yearly.

For more information, please contact Gary McCombs at 416-730-6569.

People and Places

Rae Roebuck became acting director of the Corporate Policy Branch on June 26. This will be a one-year secondment.

The Automating Social Assistance Project (ASAP) will have a part of the Social Assistance and Employment Opportunities Division. Russ Stuart, director of the ASAP, now reports to ADM Kevin Costante.

Kathy Macpherson has returned as manager of Workplace Accommodation and Safety Services (WASS) after an eight-month self-funded leave. She spent her leave travelling around the world. Kathy can be reached at her original telephone number (416-327-4759).

At Hamilton Area Office, Helmut Kosempel retired in June after 28 years with the ministry. A retirement party was held June 14 and was well-attended by well-wishers. Helmut was a program supervisor.

The Bancroft Sub-office has a new mailing address. It's 5 Fairway Plaza, P.O. Box 478, Bancroft ON

KOL 1C0. Telephone number is 613-332-2101, or 1-800-388-5723; fax is 332-1559. Bancroft is now a CIMS site, office ID 5225.

The Sudbury VRS Office and the Sudbury Probation Office have

moved from their Brady St. location and are now part of the ministry's Larch Street site, on the 6th floor.

The address for both is: 199 Larch Street, Suite 603, Sudbury ON P3E 5P9. VRS reception is at 705-675-4515, ext. 294; supervisor Dave Stone is at ext. 283.

Reach Probation reception at ext. 276; supervisor Kathryn Wolf is at ext. 282. The fax, toll-free line and TDD numbers remain the same as listed on page 154 of the government Telephone Directory (Fall/Winter 1994-95).

If you have not already made a note of it, the Ottawa Youth Detention Centre has moved from the Bronson Place location and has a new name: the William E. Hay Centre, 3000 Hawthorne Road, Ottawa ON K1G 5Y3. Telephone is 613-738-7776; fax is 738-7909.



Rae Roebuck



Russ Stuart



Helmut Kosempel

LIBRARY CORNER

...FOCUS ON MANAGING CONFLICT

Conflict is inevitable and is never comfortable. The focus on the management of conflict is to ensure that the outcomes are as constructive as possible.

Library and Career Resources (LCR) has a selection of resources to help you manage conflict in a positive manner.

Videos



Dealing with conflict and confrontation: [how to keep your cool, stand your ground and reach a positive resolution] / with Helga Rhode. 1992, 213 minutes

Helga Rhode has put together a complete system of skills and techniques for dealing effectively with conflict and confrontation. The viewer will learn why conflicts occur and how to resolve them with minimum damage.

How to deal with difficult people: [strategies for getting results with the hard-to-handle people in your life] / Dr. Rick Brinkman and Dr. Rick Kirschner. 1992, 218 minutes

Through role playing, the authors demonstrate techniques in handling difficult people and situations.

Getting to yes: the video workshop on negotiation / with Robert Fisher,

William Fry and Bruce Patton. 1991, 120 minutes

Based on the best selling book, **Getting to Yes**, this audio/video workshop demonstrates how you can transform the process of negotiation from adversarial confrontation into mutual problem-solving.

Resolving difficult situations / by Wilson Main. 1994, 22 minutes

The viewer will learn skills to resolve conflict, as well as how to negotiate and generally work better with people.



Books

Arnold, John D. When the sparks fly: resolving conflicts in your organization. 1993

A 10-step method in diagnosing and resolving conflicts within an organization based on the author's experience in intervention.

Dinsmore, Paul Managing conflict: how to make it work in your organization. 1990

This module of the Trainers Workshop is designed to help trainers conduct a workshop on how to handle conflict in organizational settings.

To obtain any of the above, contact Anna Diflice at 416-326-6442 or e-mail the LIBRARY account.



Julia Nizynski photo

Friends, colleagues and well-wishers attended a June 14 retirement party for Frank Fecteau, who retired as a planning officer with the Toronto Area Office. In the photo, Frank and his wife Sally show a caricature drawn by long-time colleague Ruth Davidson, graphic designer with the Communications and Marketing Branch.

dialogue

Ontario Community and Social Services

Dialogue is published 10 times a year by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all employees of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

Michael Kurts
Director, Communications and Marketing Branch

Julia Nizynski
Editor

Debbie Adamson
Creative Services

Robert Miller
Editorial Advisor

Please send story ideas, articles, photographs and news items about people and events, with your telephone number, to:

The Editor, DIALOGUE
Communications & Marketing Branch
MCSS
7th floor, Hepburn Block
QUEEN'S PARK ON, M7A 1E9

Tel.: (416) 325-5104
Fax: (416) 325-5177 or 5192
or e-mail the editor at NAC@NCSN.J

Next issue: September 1995
Submission deadline: August 18